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Planning for change: Mitigating the risks and offsetting hidden costs

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What we're covering

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Agenda

- Labour market position
- Employment law position
- Redundancy process
- Getting it right; and the risks of getting it wrong
- Employers' approaches and feedback
- Individuals' transition experience and challenges
- Strategies for planning a smoother transition
- Activate Outplacement Programme
- Q&A
- Wrap up

What you'll gain from the session:

- Understand the legal risks and costs associated with managing restructures: the worst case scenarios
- Learn from others by accessing employment case studies
- Gain insights into organisational approaches and shortfalls
- Understand the people's viewpoint - individual challenges and needs during transition
- Access strategies to mitigate against the risks and support people through transitions
- Go away from the session empowered to plan to ensure your business builds back better by tackling tough business decisions head on whilst reducing your risk



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A little about me

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Organisational development specialist and coach

- Passionate about providing impartial insights and practical or innovative help - enabling organisations and individuals realise their potential:
 - defining the structure/capability to meet business goals
 - implementing change
 - overcoming barriers or self-limiting beliefs

Over 20 years experience working across all sectors
Qualified project manager (APM) and coach (ILM)





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How I work with businesses

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Organisational design and change management

Outplacement services and coaching (business, career)

Talent management: recruitment strategy, assessment centres

Organisational development: set up apprenticeship programmes



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A little about me

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Employment law and HR partner

- Advising employers on all aspects of employment law & HR:
 - Avoiding claims
 - Getting it right
 - Managing risk
 - Employment processes
 - Thinking outside the box





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Labour market position

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- Circa 820,000 redundancies/job cuts (Feb-Nov 2020)
*excludes individuals not paid but not classed as unemployed
- Sectors most impacted: hospitality (1/3) and retail
- Forecast for 2021: Unemployment increase 4.9% to 7.5% = 2.6 million people
- Job market challenging:
547,000 vacancies November 2020 - one third less than 2019
- Up to 10 million people (20% of the population) will need either new or additional mental health support as a direct consequence of the crisis



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Employment law position

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- Risks higher where job cuts are required:
 - Unfair dismissal claims – more than 2 years service
 - Collective consultation – where 20 or more employees affected
 - Discrimination claims
 - Failure to furlough claims?
- Spotlight on process – are you getting it right?
- Focus on “the how” – employees are people too!
- Communication is key



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Redundancy process

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1. Identify whether collective consultation required:
 - 20 – 99 employees – 30 days
 - 100 + employees – 45 days
2. Where are your head cuts required?
 - Whole segment of employees – removal of a role
 - Reduce number of employees – pool for selection
3. Communication is key
4. Consultation with affected employees:
 - On the proposal – including pools and selection criteria
 - On the personal impact
5. Decisions
6. Appeals



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When it goes right

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1. Employee engagement / morale maintained
2. No claims
3. Streamlined business
4. Period of transition
5. Unrest managed
6. Time savings / efficiencies made
7. Cost savings / increased profitability
8. Short term investment for medium/long-term gain



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When it goes wrong

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1. Appeals
2. Claims at the Employment Tribunal:
 - Cost, time, hassle
3. Compensation:
 - Unfair dismissal claims – cap of £105,813 (£16,320 + £89,493)
 - Failure to collectively consult – 90 days gross pay per employee
 - Discrimination – no cap
4. Reputational issues / negative publicity
 - Marketplace reputation (internal/external)
 - Loss of morale

What is outplacement?

Outplacement

‘is a support service provided to help former employees transition to new jobs.^[1]
...outplacement services achieved usually through practical advice, training materials and workshops. Some companies may offer psychological support.

... delivered through individual one-on-one sessions or in a group format.

...Topics include career guidance, career evaluation, job search skills, targeting the job market, resume writing, interview preparation, developing networks, and negotiation.^[2]



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Employer intelligence



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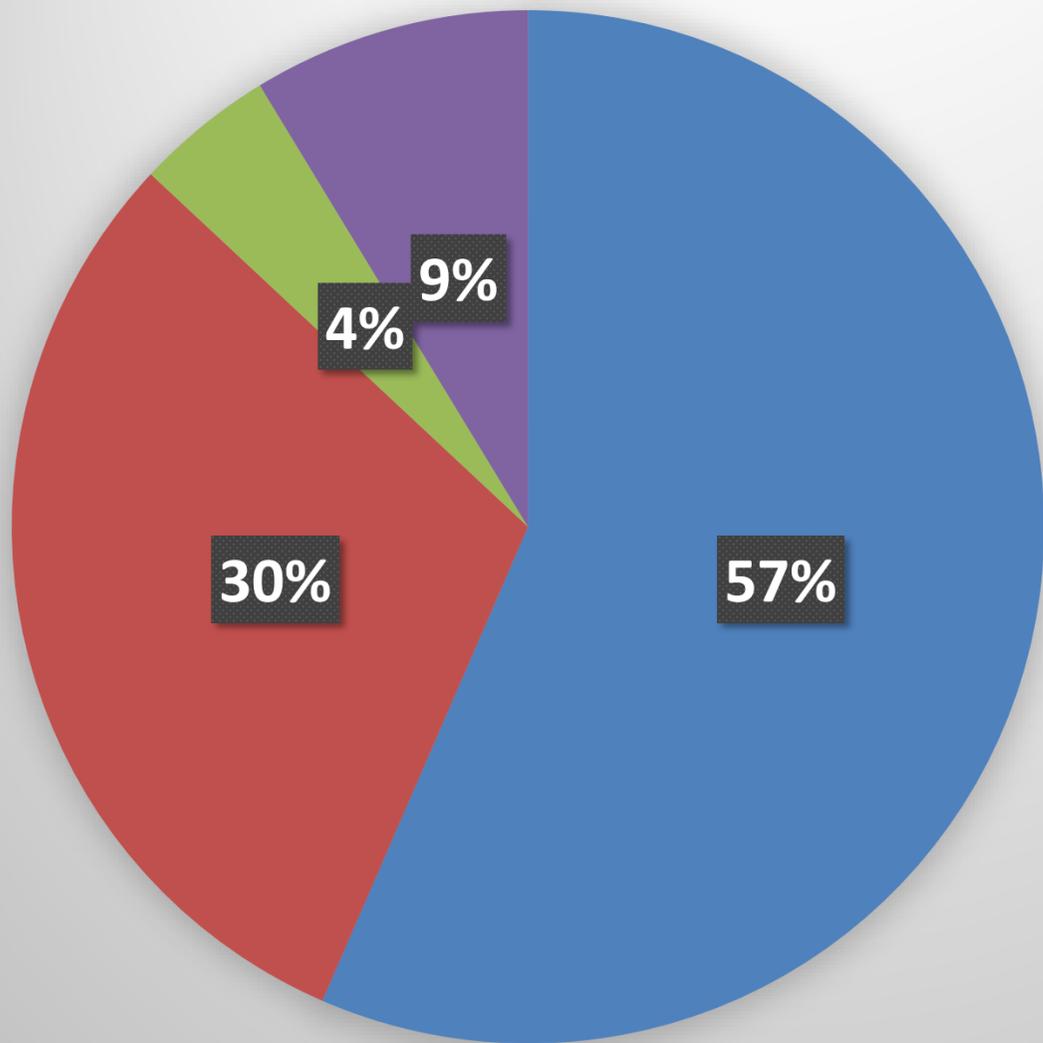
Business respondents

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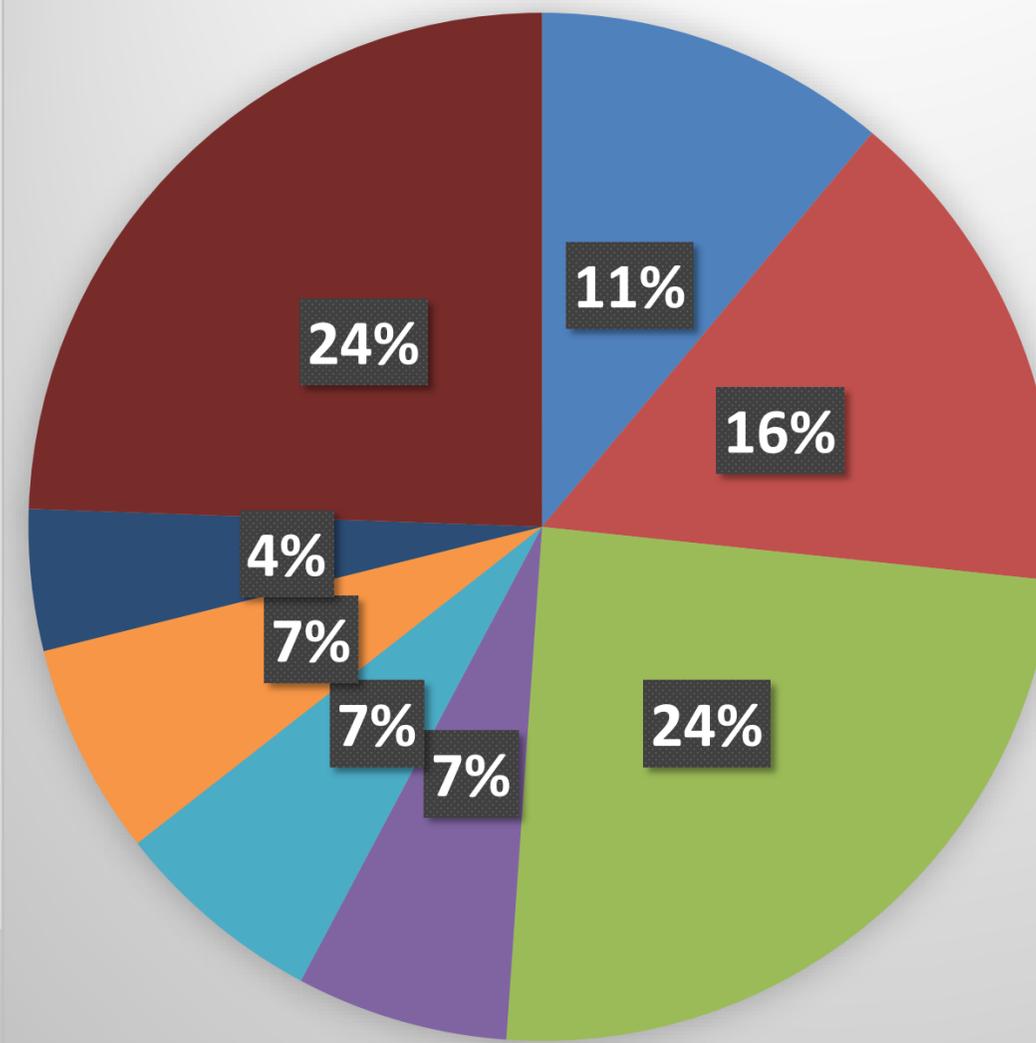
Sectors	IT, Health Care, Finance, Consumer, Communications, Energy, Utilities, Real Estate, Transport, Business Services, Hospitality, Materials, Education, Professional Services, Insurance, Construction
Size	21% SME (50-249) 58% large 250-3000 21% very large 3000+
Respondents	Level: 89% directors or senior managers Function: 79% HR



Existing support offered



- internal support
- outplacement external
- outplacement internal
- none



- Skill self assessment
- Interviews & assessment centres
- CV writing & applications
- Career action planning
- Career coaching
- Confidence building
- Wellbeing coaching
- Mental health support



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Challenges organisations cited

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Real concern for the impact on wellbeing of those made redundant, survivors and managers/HR undertaking the process

- 42% staff morale
- 37% stress and anxiety of those undertaking the redundancy process
- 26% lack of time to give the support they would like to employees exiting
- Those not offering dedicated career and wellbeing support – have a desire to support staff more but challenge is time and resource (catch 22)



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Areas where support required

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1. Wellbeing coaching
2. Confidence building
3. CV writing
4. Skills assessment
5. Interviews and assessment centres
6. Career coaching
7. Creating personal brand and profile



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Individuals' experience



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Individual respondents

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Sectors	Hospitality and tourism, Clinical, Education, Retail, Manufacturing Engineering, Construction, Recruitment, Property/Real Estate
Size	Small (30-50) Medium (60-200) Large (400-18,000)
Roles	Junior Manager Senior manager 'Head of'



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Support offered during transition

Six levels of support:

None

Informal e.g.
colleagues advice,
networking,
recommendations

Employee
Assistance
Programme (EAP)
e.g. financial help
counselling
Or one-off
employee
counselling

One-off career
transition
programme or
modules
And EAP

Outplacement
service procured
Or one-off career
transition
programme

Outplacement
service 3-6 months
procured
Plus other – e.g.
training budget,
access to CPD
modules, supplier
support

Level of support

Low

High



Process overall

- Impersonal process
- Little consideration of emotional impact
- Lack of face to face communication (email, phone)
- Little time to absorb/respond
- Unprepared staff managing change
- Not transparent – ‘HR meeting Monday’

Exit support

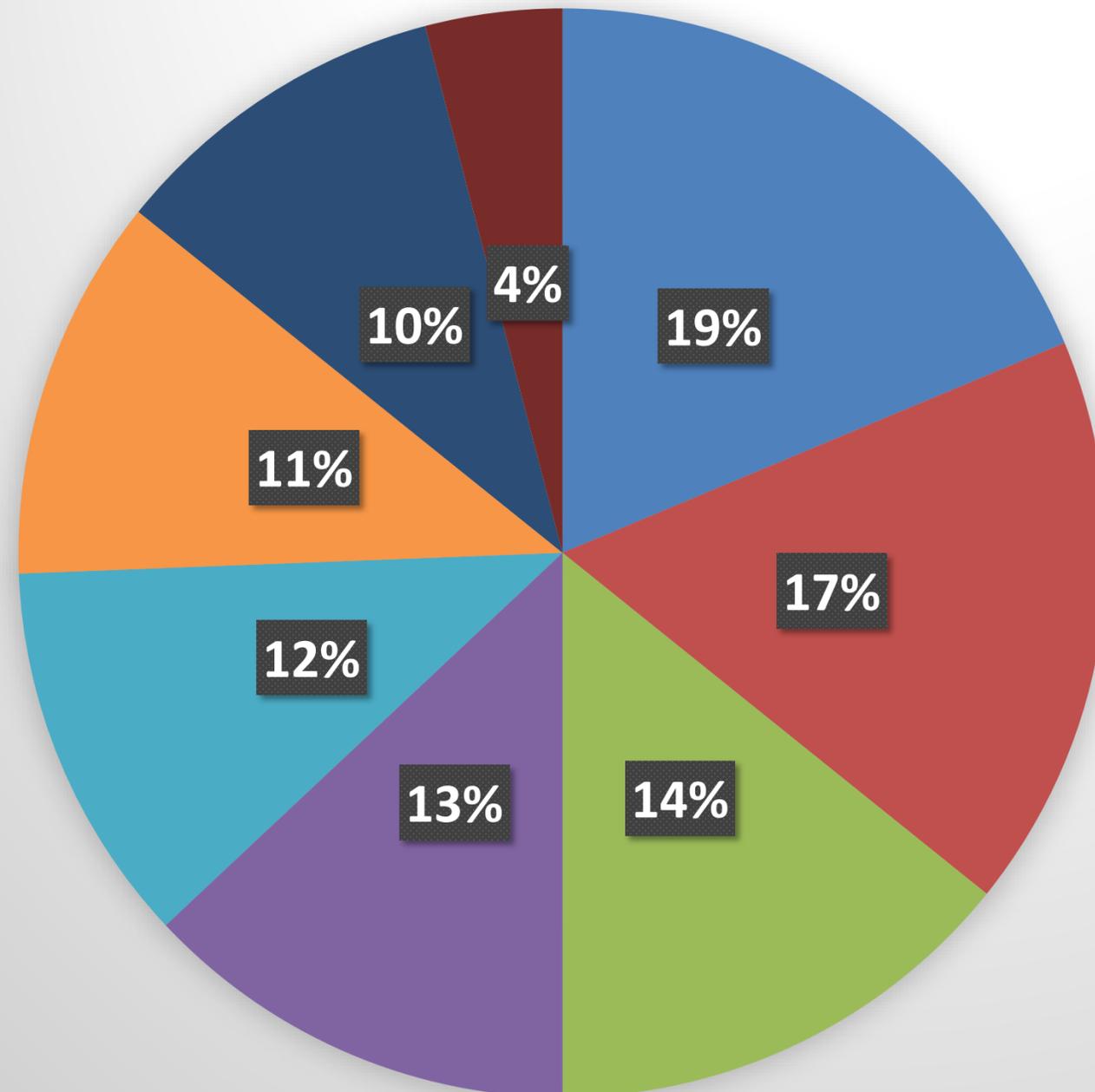
- Support services not well communicated
- Support services not easily accessible – ‘self-serve’
- Perception senior professionals need less support
- Informal support also helpful – colleagues/community
- Support required 3-4 months post exit not immediately



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Top 3 most frequent job transition challenges



- Confidence
- Motivation
- Personal brand/USP
- CV writing
- Networking
- Applications
- Interviews/assessment
- Job search



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Other career transition challenges

- Over/under-qualified/ or lack of experience
- 'Ghosting' no response from recruiters
- Finding virtual video interviews challenging/impersonal
- Fewer/restricted opportunities for conversations and networking
- Fewer jobs available
- Highly competitive = many knock backs
- Geographical (regional) labour market issues compounded by Covid
- Unfamiliar with latest hiring and assessment practice
- Over-preparing or under-preparing for interviews
- Lack of cultural fit with organisations



Coping strategies: redundant in lockdown

Career/work specific:

- Expertise, advice and guidance
 - Mediator
 - Career coaching sessions
- Volunteering/give back
- Volume applications – ‘numbers game’
- Selective applications

Self management:

- Create new structure
- Discipline
- Focus

Mental:

- Meditation
- Mindfulness
- Drawing, creative hobbies
- Nature

Physical:

- Yoga
- Walking
- Running
- Cycling
- Online workouts

Social/emotional:

Connecting with friends and family
‘FaceTime’



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Strategies to mitigate against risks and support people through transitions



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Business planning for change

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Scenario 1 – no
dedicated support
offered to staff

Foreseen:

- Risks
- Positive impact
- Negative impact

Scenario 2 –
dedicated support
for staff

1. Staff morale
2. Staff productivity
3. HR time and resource
4. Company brand & reputation
5. Customer engagement
6. Staff conflict
7. Financial



Strategies for smoother transitions

1. Develop strategy for each stakeholder group
2. Mitigate for risks across each group
3. Budget for direct and indirect costs

Provide holistic, support to redundant staff – career & wellbeing

Focus on survivor staff – morale, productivity, concerns

Focus on customer, PR engagement, messaging

Support/training to HR teams/line managers

Principles:

- Tangible benefits and impact
- Compassionate
- Impartial
- Transparent
- Ongoing e.g. 3-6 months
- Well prepared



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Principles: creating meaningful support

Personalised

Impartial

Holistic

Easily accessible

Clearly
communicated
benefits and
impact

Timely: 3-6
months

1:1 Counselling sessions
1:1 Career coaching
sessions
Dedicated career
programme
Well-being: mindfulness
Physical activity: yoga,
exercise classes



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Business rationale for outplacement

Social
responsibility –
do the right thing

Increase
customer
attraction
(community
spirit)

Increase staff
engagement &
retention

Reduce risk of
legal costs

Supports re-hire
strategy:
medium, long
term

Increase HR
capacity & reduce
stress

Reduce
reputational
damage

Relatively low
restructure cost
(3 year plan)

Reduce stress levels - *LHH survey - over a third of HR leaders agreed 'making people redundant due to the impact of COVID19 was much less stressful if they were able to support people in finding a new job'*



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What support is available?



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Activate Programme

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Career transition

**Who am I?: What I want
and need in my career**

**My career toolkit: what
I bring to the party**

**Ace-ing the assessment:
how I will apply myself**

**Action planning – what I
want to achieve and
how I get there**

Wellbeing

**Foundations of
wellbeing**

**Building resilience and
managing stress**

- Holistic online programme
- 6 x interactive modules
- 90-120 minute webinars
- Recordable resource
- Blended learning – pre-work and homework tasks
- LinkedIn community
- Supportive, open and impartial environment
- Hiring insights and tools
- Wellbeing , self-care strategies



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Activate Programme feedback

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It was really good to have some thinking space around my own wants and needs. The sessions were open and supportive which made me feel comfortable in sharing my own feelings and thoughts.

Liz came across very professional and asked questions to help us reflect and look deep within ourselves. When I didn't understand something she didn't tell me that I was wrong just gave me a different way of looking at something which was nice. Drawing my future was a fantastic exercise as again encouraged me to look to the future and try and visualise it and ask myself 'what do I really want?'

'Your career toolkit' was helpful as it covered how to construct an USP, which is something I need to work on and it also highlighted the importance of a functional CV for career changers. I really enjoyed the interview practice and the elevator pitch-it allowed you to do a real life practice interview with the fear of failure. Liz was excellent at conveying the information and putting everyone at ease

I gained a better understanding of how I am presenting myself to prospective employers and my peers and what I can do to improve. Critiquing my LinkedIn profile was very useful as I have been trying to improve it for a while. The modules were well written and had meaningful and useful content. Liz comes across well and is very likeable.

Everything offered was good food for thought and even the things I didn't agree with, made me think about why. The approach to the sessions was just the right balance of organised and semi-formal.

Prices

Programme	Content	Participants	£	£ per person
Activate Silver	4x career transition modules 2 x wellbeing modules	6-10	5000	500*
Activate Gold	4x career transition modules 2 x wellbeing modules, plus: personalised career or wellbeing coaching programme (6 sessions)	6-10 1		700
<i>Total</i>				1200*

10% discount if attended session today

* Indicative based on 10 participants

<https://empoweringinsights.co.uk/services>



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With change comes opportunity



*When patterns are broken, new
worlds emerge.*

Tuli Kupferberg



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Thanks for listening - keep in touch!

Talk me through your business challenges over a virtual coffee:

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Q&A